Sexual Misconduct Response Centre

Annual Report

2017-2018

TABLE OF CONTENTS

Covering Letter to the Deputy Minister 2

The Sexual Misconduct Response Centre – The Organization 3

Governance And Leadership 3

Functional Structure 4

Financial Management 5

Organizational Review 5

The Year In Review 6

Section 1: Response and Support Team 6

1.1 – Client Characteristics 6

1.2 – Reasons for Contact 9

1.3 – Support Services Provided 10

1.4 – Provision of Expertise 11

1.5 – Response and Support Accomplishments 11

Section 2: Military Liaison Team 12

2.1 – CAF Member Contacts 12

Section 3: Communications/Outreach Team 14

3.1 – Outreach/Awareness Activities 14

3.2 – SMRC Online 15

Section 4: Organizational Performance 16

4.1 – Performance Measurement Framework 16

4.2 – Feedback 16

4.3 – Informing and Engaging DND/CAF 17

Section 5: Looking Forward – Challenges and Opportunities 17

5.1 – SMRC Expansion 17

5.2 – Data Management 19

5.3 – Enhancing Relationships with Partners and Stakeholders 19

5.4 – External Advisory Council 19

5.5 – Defence Team Harassment Working Group 19

Conclusion 20

COVERING LETTER TO THE DEPUTY MINISTER

July 31st, 2018

Ms. Jody Thomas

Deputy Minister of National Defence

National Defence Headquarters

Major-General George R. Pearkes Building

101 Colonel By Drive

Ottawa, Ontario

K1A 0K2

Dear Ms. Thomas,

I am pleased to submit the second Annual Report of the Sexual Misconduct Response Centre (SMRC) for the 2017-2018 fiscal year. Since being appointed as the Executive Director in May 2017, I have focused on several key Priorities to enhance the current operations of the SMRC and to position it for increased efficacy into the future. These include the creation of foundational documents, including a new Charter to replace the Interim Mandate Letter, review of the organizational structure of the SMRC with a view to enhancing capacity, implementation of enhanced service delivery, initiation of stakeholder engagement strategies, and establishment of an External Advisory Council which will meet for the first time this fiscal year.

The staff of the SMRC are extremely dedicated to the mission of the SMRC. They are thrilled to have an organizational vision for service delivery – provision of a seamless continuum of care. Each of them has risen to the challenge of the numerous changes I have instituted over the past year as well as the numerous "projects" I have assigned to expedite progress. While the services we have implemented to-date have filled an important void for Canadian Armed Forces (CAF) members who are seeking support subsequent to incident(s) of sexual misconduct, much more needs to be done to better meet their needs in a timely, compassionate and comprehensive manner, to contribute to operational readiness and effectiveness, and to promote the CAF as an employer of choice. In the words of a former CAF member who wrote to me, unsolicited, to offer her support and that of a group of currently serving CAF women, *"We'd all like to help CAF become the employer of choice for women (and men). We know there is some work to still be done to make that happen. We all hope to be handing off the best version of CAF we can to the next generation of women. You being successful in your mission is part of that handover."* Evidently, both current and former CAF members are rooting for us and looking to us as a major enabler in the mission to eliminate sexual misconduct from the CAF. To these women I say "Thank you for your support, your faith in us, and your continued service, despite all that you have witnessed and experienced". This is why we do what we do.

Sincerely,

DPust

Dr. Denise Preston, C. Psych.

Executive Director

Sexual Misconduct Response Centre

GOVERNANCE AND LEADERSHIP

The Sexual Misconduct Response Centre (SMRC) was established in September 2015 under the authority of the Deputy Minister of National Defence. Independent from the chain of command, the SMRC provides support to Canadian Armed Forces (CAF) members who have been affected by sexual misconduct. Originally established based on an Interim Mandate letter, the SMRC achieved a significant milestone in October 2017 when its Charter was signed by the Deputy Minister. The Charter speaks to the independence of the SMRC and how it is governed, the Executive Director's accountabilities, the roles and responsibilities of the SMRC, and its vision and mission statements. It also articulates a vision for victim support that is accessible, comprehensive, seamless, trauma-informed, and evidence-based.

In May 2017, the first permanent Executive Director (ED) took over leadership of the SMRC. Dr. Denise Preston holds a Ph.D. in Psychology and is a member of the College of Psychologists of Ontario, the Canadian Psychological Association and the American Psychological Association. Prior to joining National Defence, she worked for the Parole Board of Canada for eight years as the Regional Director General for the Ontario/Nunavut region. Her mandate included delivery of information and support services to victims of federal offenders. Prior to this she worked as a Psychologist for the Correctional Service of Canada for 19 years where she held a range of clinical, research, and managerial positions and worked in low, medium, and maximum security institutions, as well as at a psychiatric centre. She has extensive experience working with sexual, violent, and mentally disordered offenders, and with victims of sexual abuse and assault. In addition to her understanding of the causes and impacts of, as well as interventions for, sexual misconduct, she is familiar with the barriers to justice that many victims face, and with the challenges of facilitating victim participation in the criminal justice system. Her expertise will position the SMRC as a Centre of Excellence in victim support.

Vision and Mission

The SMRC contributes to the elimination of sexual misconduct in the CAF, thus contributing to the operational readiness and effectiveness of the CAF.

As part of the Department of National Defence (DND) and independent from the chain of command, the SMRC ensures the provision of timely, compassionate, and comprehensive support to Canadian Armed Forces' (CAF) members affected by sexual misconduct, while working in partnership with CAF to increase understanding, improve preventative measures, and enhance responding to these behaviours in the CAF.

Sexual Misconduct

For the purpose of this report, Sexual Misconduct is an umbrella term for any act that ranges from inappropriate jokes or comments through to sexual assault. Commonly referred to as Harmful and Inappropriate Sexual Behaviour (HISB) in Operation Honour, this behaviour refers to acts that are either sexual in nature; and constitutes an offence under the Criminal Code or Code of Service Discipline (DAOD 5019-5).

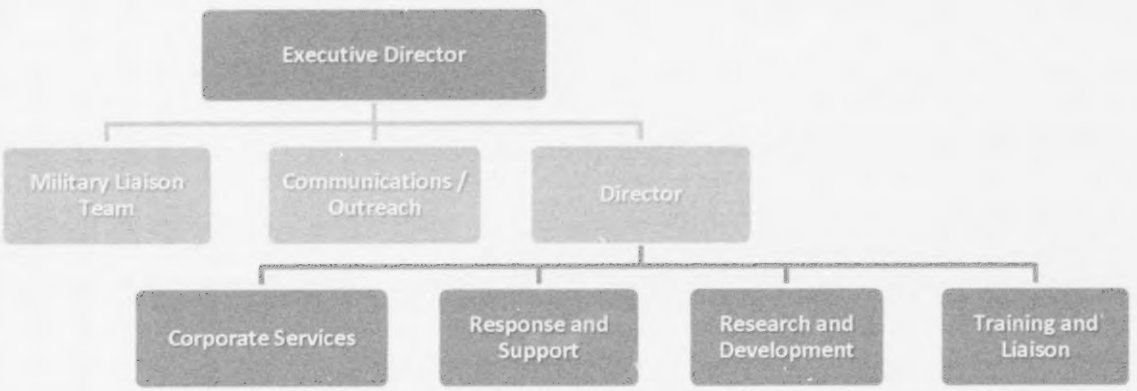
FUNCTIONAL STRUCTURE

A key priority in 2017-2018 was to review the organizational structure with a view to ensuring that the SMRC had the requisite functions and competencies to meet the vision articulated in the Charter. As shown in Figure 1, the Centre is organized according to six key functional areas: Response and Support, Military Liaison Team, Communications/Outreach, Corporate Services, Research and Development, and Training and Liaison. Four of the functional areas were in existence prior to the reorganization (Response and Support, Military Liaison Team, Communications/Outreach and Corporate Services) while the two additional functional areas, Research and Development and Training and Liaison, are in the process of being established.

While the Corporate Services section was already in existence, it requires some restructuring to operate more effectively. At present it is a small function with some duties being done centrally and others dispersed across various employees in the office. There has also been instability in the Business Manager position. In 2018-2019 the SMRC is expected to absorb the functions currently being done centrally, and its mandate is expected to expand. As well, as workload demands in SMRC have steadily increased, existing staff have limited capacity to continue to perform the Corporate Services functions they have been performing to-date. As such, a priority for next fiscal year will be to establish a more robust Corporate Services function at SMRC in order to fully assume all related functions.

The Military Liaison Team continues to evolve as well, reflecting the growing recognition that CAF members and the Chain of Command are seeking information regarding the processes associated with inappropriate sexual behaviour. This demand was not identified when the SMRC service delivery model was conceived. Recognizing and addressing the need is contributing to the professionalism of the SMRC. Work is ongoing to further the principles of embedding of the military liaison team which will include the revision of the terms of reference and the reporting structure. This will ensure that the independence of the SMRC is respected by the CAF.

FIGURE 1: SMRC FUNCTIONAL STRUCTURE

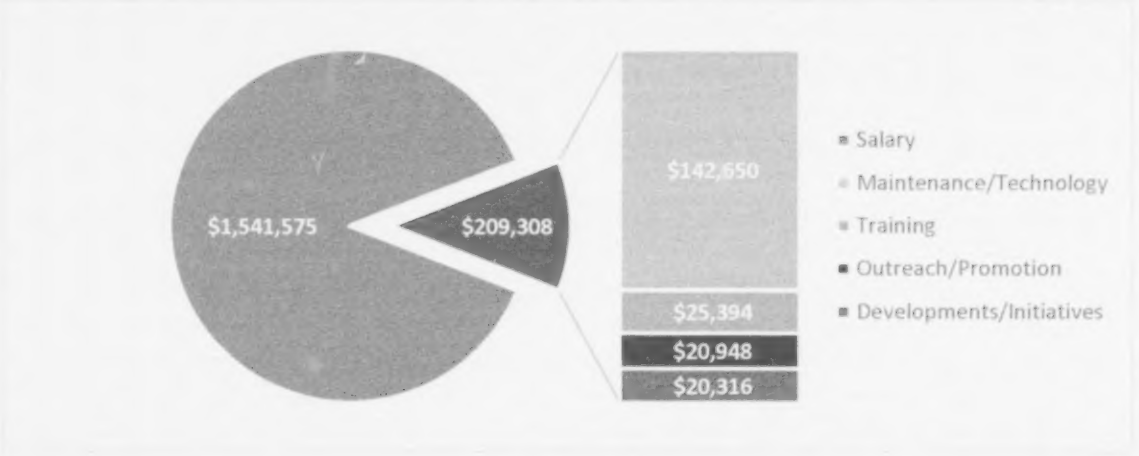


FINANCIAL MANAGEMENT

With an approved budget allocation of $2.65 million for fiscal year 2017-2018, SMRC's overall expenditures totaled $1.75 million. The bulk of the expenditures, 88%, were salary expenses. Over the course of the year, SMRC employed 16 indeterminate employees, one term employee, one contractor, three casual employees, and two students. Salary costs were less than expected due to unexpected vacancies and vacancies that took longer than expected to fill.

Operation and Maintenance (O&M) expenditures represented 12% of total costs. Of this, the bulk (8.2% or $142, 650) was spent on Maintenance/Technology, which included the acquisition of a virtual call centre solution in order to expand to 24/7 service delivery and the in-service support of the Case Management System. Training (1.5%), Developments/Initiatives (1.1%) and Outreach/Promotion (1.2%) activities accounted for the remainder of O&M expenses. Figure 2 depicts salary and operating expenses for 2017-2018.

FIGURE 2: SMRC ACTUAL EXPENDITURES FOR FISCAL YEAR 2017-2018



ORGANIZATIONAL REVIEW

SMRC was subject to two reviews in 2017-2018. Staff of the Assistant Deputy Minister (Review Services) (ADM(RS)) conducted a review to ensure that SMRC has the appropriate governance structures and resources in place. Two recommendations were made: to finalize foundational documents such as a revised mandate, a performance measurement framework, and business planning documents, and to establish an External Advisory Council (EAC), to be discussed in the Looking Forward section. Both of these recommendations were met this fiscal year, although the first meeting of the EAC is planned for early next fiscal year.

The ED briefed the Departmental Audit Committee on SMRC's mandate and services, as well as progress on the two recommendations. A second briefing to this committee is planned in 2018, to demonstrate having met the two recommendations. The Office of the Auditor General (OAG) initiated an audit of CAF's response to Harmful and Inappropriate Sexual Behaviour. SMRC was fully engaged in the assessment phase of this audit this fiscal year. The report will be tabled in Parliament next fiscal year.

SECTION 1: RESPONSE AND SUPPORT TEAM

The Response and Support team is the focal point of SMRC's operations. SMRC tracks, in aggregate, information related to contacts received by the team in order to identify and communicate trends and issues. The following sections provide a detailed description of contacts received and services provided by the Response and Support team.

1.1 – CLIENT CHARACTERISTICS

During the past fiscal year, a total of 392 individuals contacted the SMRC either by phone or email. Of the 392 individuals, 278 (71%) were CAF members and 114 (29%) were Non-CAF individuals. Non-CAF individuals included former CAF members, Cadets, Department of National Defence (DND) civilian employees, Non-Public Fund (NPF) employees and other civilians.

The Centre received a total of 558 contacts from the 392 individuals, indicating multiple contacts with some individuals. In fact, 15% of the CAF members who contacted SMRC did so more than once. This demonstrates that some individuals require on-going support, or that their needs evolve over time. Some also require multiple contacts before deciding to make an official report. This demonstrates the importance of having a main point of contact and highlights the need for an expansion in mandate and service delivery to include an on-going supportive role, such as a Victim Liaison Assistant or Case Manager role.

CAF members

SMRC provides services to any of the following members:

- Regular Force
- Primary Reserve
- Supplementary Reserve
- Cadet Organizations Administration and Training Service

Figure 3 compares the number of individuals who contacted the SMRC in 2017-2018 in comparison to in 2016-2017. As indicated, a total of 392 individuals contacted SMRC in 2017-2018 in comparison to 410 in 2016-2017. While 12% fewer CAF members contacted SMRC in 2017-2018 compared with 2016-2017, 23% more Non-CAF individuals contacted SMRC in 2017-2018 as compared to 2016-2017.

FIGURE 3: NUMBER OF INDIVIDUALS WHO CONTACTED SMRC IN FISCAL YEARS 2016-2017 AND FY 2017-2018

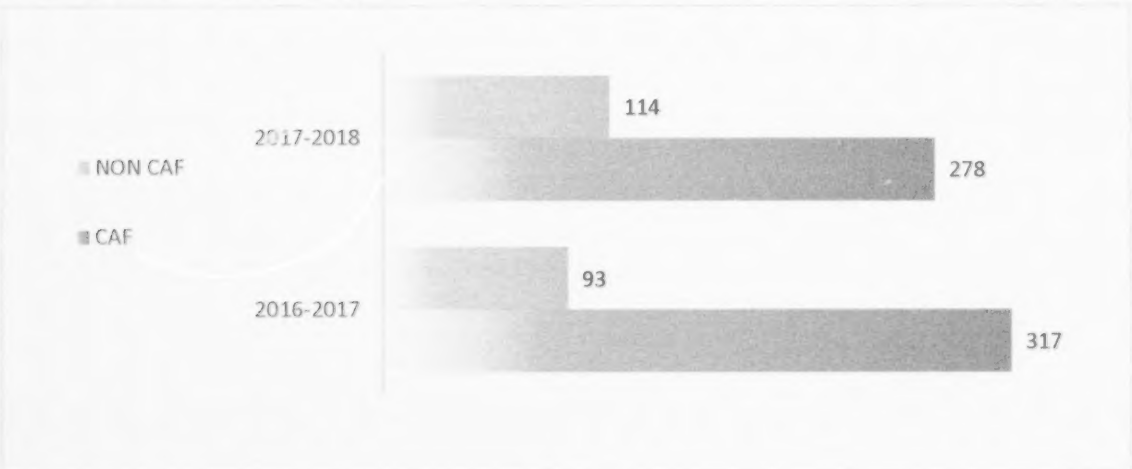
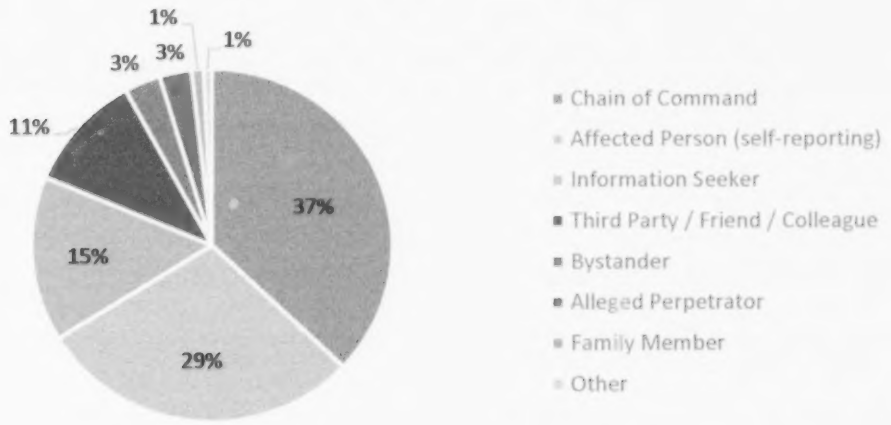


Figure 4 depicts the profile of the 278 CAF members who contacted the SMRC: 103 (37%) were members of the chain of command, 81 (29%) were affected by some form of sexual misconduct, 42 (15%) were seeking information on the subject of sexual misconduct, and 30 (11%) were third party individuals who were aware of an incident of sexual misconduct.

These results are similar to those in 2016-2017 where 37% of individuals were members of the chain of command, 31% were directly affected by an incident of sexual misconduct, and 10% were third party individuals.

FIGURE 4: CAF CLIENT PROFILE FOR FISCAL YEAR 2017-2018



Clients' Categories

Chain of Command: Person representing the Chain of Command of someone or a unit affected by SM. They self-identify as calling on behalf of a subordinate, a superior, or due to their leadership responsibilities.

Affected Person: Person directly affected by an incident of sexual misconduct.

Information Seeker: Person contacting the Centre is not calling about a specific incident but requires general information.

Third Party / Friend / Colleague: The person contacting the Centre is not the person directly affected and has not witnessed the event.

Bystander: Person contacting the Centre advises they have witnessed a behavior which they believe constitutes SM.

Alleged Perpetrator: Person contacting the Centre advises they have been accused of SM.

Family Member: Family member of the Affected Person.

Figure 5 depicts the profile of the 114 Non-CAF individuals who contacted SMRC: 34 (30%) were former CAF members, 29 (25%) were DND civilians, 27 (24%) were civilians, 1 (1%) was a Cadet, 1 (1%) was a Non-Public Fund employee, and 22 (19%) did not identify who they were, but the nature of their calls suggested that they were not CAF members. The fact that SMRC provides support to an increasing number of individuals outside their official mandate speaks to the need for services for these individuals. More importantly, it speaks to the need to review SMRC's mandate for possible expansion of clientele.

FIGURE 5: NON-CAF CLIENT PROFILE FOR FISCAL YEAR 2017-2018

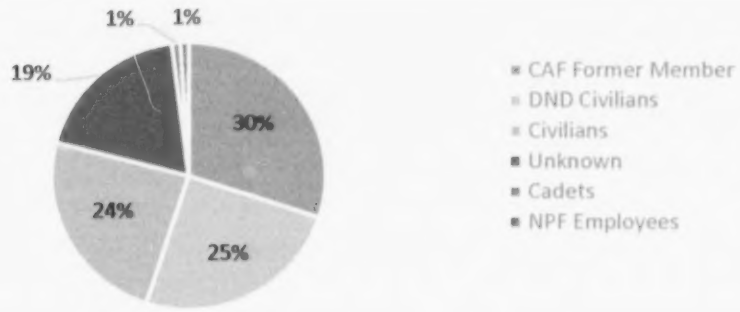


Figure 6 shows the gender distribution of the 278 CAF members who contacted SMRC in 2017-2018: 155 (56 %) identified as male, 121 (43%) identified as female and 2 (1%) were of unknown gender. The fact that the majority of individuals contacting the SMRC are male makes sense given that the majority of CAF members are male and that 37% of individuals contacting the SMRC are members of the chain of command. In contrast, of the 81 individuals who identified as directly affected by sexual misconduct, 60 (74%) were female compared to 20 (25%) who were male. The relative proportion of males versus females contacting the SMRC is identical to that of 2016-2017, however, the proportion of males directly affected by sexual misconduct was 3% higher in 2017-2018. This is an encouraging trend, given that the absolute number of male victims, based on the 2016 Statistics Canada Survey on Sexual Misconduct in the CAF, is likely higher than the number of female victims, given the greater number of males in the CAF.

FIGURE 6: GENDER DISTRIBUTION OF CAF MEMBERS CONTACTING SMRC IN FISCAL YEAR 2017-2018

1.2 – REASONS FOR CONTACT

Figure 7 indicates the reasons why CAF members contacted the SMRC. Ninety-one (33%) contacted SMRC for support regarding sexual assault while 63 (23%) sought support related to sexual harassment and 58 (21%) sought support related to inappropriate sexual behaviour.

In comparing the reasons for contact over the last two years, there were 7% more individuals who contacted SMRC for matters related to incidents of sexual assault and a 4% increase for incidents related to sexual harassment in 2017-2018. There was a 5% decrease in the number of CAF members who contacted SMRC for a reason outside of its mandate, suggesting that awareness efforts and increased familiarity with SMRC over time may be having an impact.

Fifty-seven percent of CAF members indicated that they had previously disclosed what had happened to them, in most cases to their chain of command. In contrast, in 2016-2017 only 32% of CAF members had previously reported. This is an encouraging trend and highlights the need for an expansion in mandate and service delivery to implement a Victim Liaison Assistant and Case Management role in order to provide on-going support.

Reasons for contact

Sexual assault: A term used to refer to all incidents of unwanted sexual activity, including sexual attacks and sexual touching.

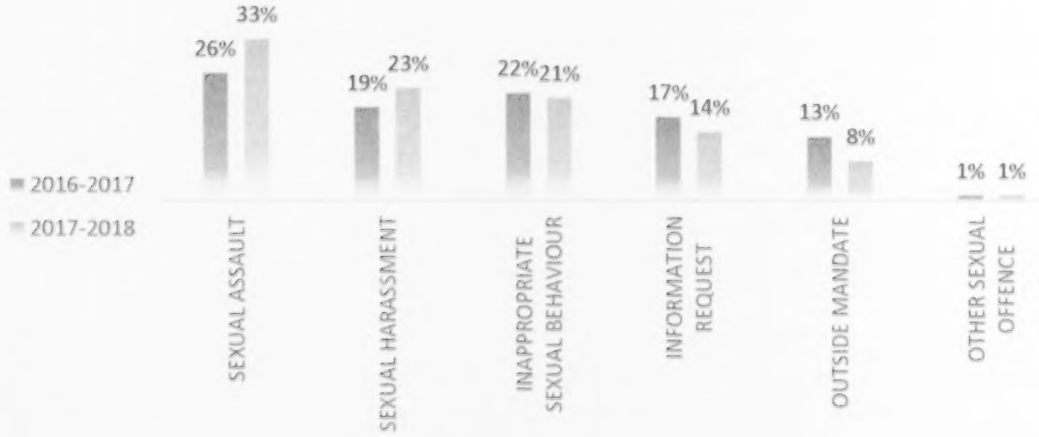
Sexual harassment: Any behaviour, comment, gesture or contact of a sexual nature conducted by an individual that is directed at and offensive to another person or persons in the workplace and which the individual knew or ought reasonably to have known would cause offense or harm.

Inappropriate sexual behaviour: Unacceptable language/jokes, sexist or sexually demeaning comments, inappropriate pictures, adverse personal relationships.

Other sexual offence:

Any other sexual offence not defined as assault, harassment or inappropriate sexual behaviour.

FIGURE 7: REASONS FOR CONTACT FOR CAF MEMBERS IN FISCAL YEARS 2016-2017 AND 2017-2018

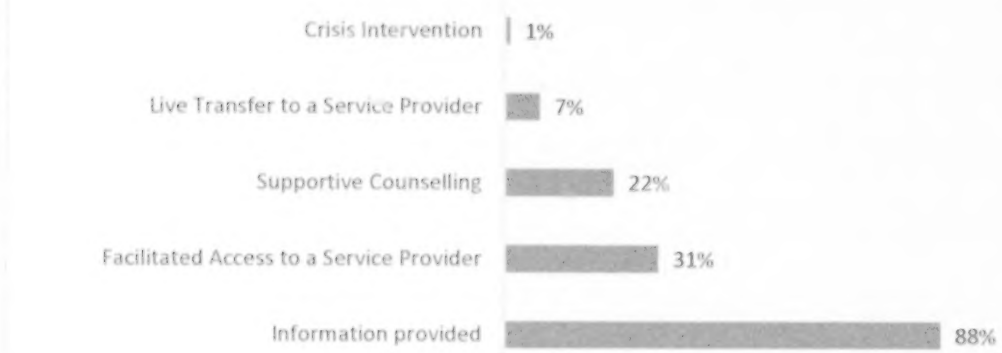


1.3 – SUPPORT SERVICES PROVIDED

In 2017-2018, there was a total of 393 interactions between CAF members and the SMRC Counsellors, including follow up contacts. For each contact, Counsellors track the support services provided. Figure 8 indicates the frequency with which each type of support was provided. The total does not add up to 100% as individuals can be provided with more than one support service per contact.

As shown below, provision of information is the most frequent type of support provided to CAF members, in 346 (88%) of contacts, followed by facilitated access to the military liaison team for 123 (31%) of contacts. Eighty-seven contacts (22%) were provided with supportive counselling, 27 (7%) received a live transfer to the military liaison team, and one contact required crisis intervention.

FIGURE 8: TYPE OF SUPPORT SERVICE PROVIDED TO CAF MEMBERS



Support

Facilitated access: SMRC Counsellor provides the Military Liaison Team's contact information to the individual or vice versa.

Live transfer: SMRC Counsellor immediately and successfully connects an individual with a member of the Military Liaison Team.

Direct contact: Individual contacts a member of the Military Liaison Team directly.

Supportive counselling: Non-therapeutic approach that is person-centered.

Crisis intervention: Provision of immediate, short-term assistance to individuals experiencing an event that produces emotional, mental, physical and behavioural distress or problems.

1.4 – PROVISION OF EXPERTISE

In addition to providing support to CAF members affected by sexual misconduct, SMRC has a mandate to provide subject matter expertise to CAF. In most cases this expertise was provided by members of the Response and Support team or by the Executive Director. The majority of the requests came from the CAF Strategic Response Team on Sexual Misconduct (CSRT-SM) regarding the development of initiatives such as Virtual Peer Support, Bystander Intervention Training and the Respect in the CAF mobile application. The Response and Support Team also provided expertise on how to respond to disclosures of sexual misconduct and on issues related to consent.

Veterans Affairs Canada (VAC) and the Directorate of Mental Health of the Canadian Forces Health Services Group sought expertise from the SMRC regarding gender differences and best practices in the field of sexual trauma, and VAC also sought input regarding potential links between having experienced sexual misconduct and suicidality.

The SMRC provided expertise to three separate chains of command following incidents of sexual misconduct in their units. These sessions focused on the various impacts of sexual misconduct on both parties involved in the incident, and on morale and cohesiveness in the workplace. SMRC staff endeavored to empower commanders to support their units effectively by providing them with strategies to support their employees and information to deliver, being present during presentations, or delivering sessions to leaders and/or units.

From a Response and Support perspective, the benefits of these sessions were particularly valuable. Leaders play an integral role in mitigating the emotional and psychological effects after an incident of sexual misconduct, by ensuring that all unit members have the information and support they need. These sessions also provided an opportunity for outreach to inform members about SMRC services.

In addition to providing expertise in response to formal requests, Response and Support team staff are members of various working groups, including one related to gender-based violence, Total Health and Wellness, and a subcommittee of the latter.

1.5 – RESPONSE AND SUPPORT ACCOMPLISHMENTS

1.5.1 – 24/7 SERVICE DELIVERY

On July 24, 2017, SMRC officially launched a one-year pilot of 24/7 service delivery. The expansion of operating hours was to ensure that all CAF members would have access to support on a 24/7 basis, whether deployed internationally or domestically, and the implementation of this service expansion was included as a priority in the 2016-2017 Annual Report. After completing an impact and cost analysis on multiple courses of action for the expansion of hours, and not knowing the actual demand for the service, SMRC adopted a human resource model that involves a rotational stand-by schedule for Counsellors. The new service delivery model necessitated the acquisition of a call centre solution to allow sustainable and seamless provision of service from remote locations, but in addition, it allows a number of call management services like equitable distribution of calls to available Counsellors and tracking of call duration. The pilot was evaluated after 6 months and trends were in the expected direction. More importantly, the 6-month review identified a number of technological challenges that needed to be addressed. The one-year pilot evaluation report will be completed in August 2018.

1.5.2 – SUPPORT TO DEPLOYED MEMBERS

In seeking to better support deployed members who are affected by sexual misconduct, SMRC led a full-day facilitated discussion with representatives from Canadian Joint Operations Command (CJOC), Canadian Special Forces Command (CANSOFCOM), CSRT-SM and SMRC. Operators, Health Services, and Public Affairs staff were present. The discussion was scenario based and involved a sexual assault committed against a CAF member by a member from an allied force, within a multinational brigade. Participants examined issues such as the technical agreements prepared in advance of deployments, jurisdictional issues within multi-national command structures, availability of victim support, availability of communication technology to be abie to contact SMRC confidentially, reporting, and managing internal and external communications. The ED submitted a letter to the Deputy Commander of CJOC highlighting some observations for consideration, with a recommendation for another such exercise.

1.5.3 – STAKEHOLDER ENGAGEMENT

SMRC initiated mechanisms to engage victim stakeholders on an on-going basis. One mechanism is that SMRC has established regular meetings with representatives from Its Just 700, a group of current and former CAF members who have experienced sexual misconduct while in service. These stakeholders are keen to participate in CAF's responses to sexual misconduct, including assisting with individual cases and systemic change. SMRC and IJ700 members are currently considering how best to operationalize this in ways that are effective, that respect privacy and confidentiality, and that are not inadvertently harmful to individuals given the on-going impact of their lived experiences. Other engagement mechanisms are less formal, but include on-going email communication with specific individuals or groups of individuals who want to share information and ideas for consideration. Finally, a representative from IJ700 is a member of the External Advisory Council that has been established, to bring these important perspectives to the discussion.

1.5.4 – TRAINING FRAMEWORK

To fulfill the SMRC's mandate to maintain a cadre of professionally trained Counsellors who can deliver efficient and effective support services, all Counsellors participate in a standardized training program. SMRC has refined the training framework to specify the mandatory training that Counsellors and Senior Counsellors must complete to become and remain proficient. This framework, completed in March 2018, includes mandatory Public Service and corporate training, job-specific learning activities, and professional development opportunities. New Counsellors undergo a thorough orientation program, which includes training, shadowing of an experienced Counsellor and complex case discussions. Job-specific learning activities refer to courses that are deemed compulsory for Counsellors in order to maintain a high level of knowledge on the impacts of sexual trauma, the military environment, and crisis intervention. Professional development opportunities include workshops and conferences on relevant issues, as well as projects, stretch assignments and shadowing opportunities.

The training framework will continue to develop based on evolving needs of the clientele, as well as new learning opportunities that become available. SMRC's goal is to equip its Counsellors with the most up-to-date knowledge and skills to appropriately address trends and the growing complexities of sexual misconduct. SMRC is currently examining possibilities for certification in working with victims, similar to what is available in the United States.

Finally, the Senior Counsellors and Team Leader are members in good standing with the College of Social Workers and Social Service Workers, which requires them to complete new training yearly to maintain competency. Although not required by a governing body, all the Counsellors maintain competency by engaging in online trainings and webinars, conferences, workshops and other trainings offered by the Public Service.

SECTION 2: MILITARY LIAISON TEAM

The military liaison team is comprised of a Military Liaison Officer (MLO), a Military Police Liaison Officer (MPLO) and a Military Plans Officer (MPO). These three positions, which are embedded within the SMRC, contribute to the effectiveness of the response and support services provided to CAF members, including the chains of command.

2.1 – CAF MEMBER CONTACTS

Figure 9 depicts the number and type of contacts to the MPLO. Twenty-seven were direct contacts from CAF members to the MPLO, while 47 entailed facilitated access from a Counsellor, and 17 were transferred directly to the MPLO following contact with a Counsellor. Two cases were transferred directly to a local Military Police/Canadian Forces National Investigation Service (MP/CFNIS) officer during off-hours. Of the 91 contacts with the MPLO, 21 (23%) previously unreported cases led to a MP/CFNIS investigation

While the proportion of CAF members who chose to speak to the MPLO was the same in 2016-2017 and 2017-2018, 32% and 33% respectively, the number of facilitated access contacts increased while the number of live transfers decreased. This may be due to the fact that the Response and Support team hours expanded to 24/7 in 2017-2018, while the MPLO was only available during core hours.

FIGURE 9: NUMBER AND TYPE OF CONTACT RECEIVED BY MPLO IN FISCAL YEARS 2016-2017 AND 2017-2018

Figure 10 depicts the number and type of contacts to the MLO. Thirteen were direct contacts to the MLO while 66 involved facilitated access from a Counsellor and 9 were live transfers from a Counsellor. The proportion of CAF members who chose to speak to the MLO increased significantly from 2016-2017 to 2017-2018, from 7% to 32% respectively. This could be due to several reasons. First the need to provide information to the Chain of Command and CAF members seeking advice which lay outside the purview of the SMRC counsellors was not identified until the second quarter of 2016-17. Once the need was understood, a referral system was established between the Counsellors and military liaison officer. Tracking of contacts has grown demonstrating that the referral system was an effective innovation and the level of trust between the CAF and SMRC has grown. This may also signify the effectiveness of the outreach events the SMRC had engaged in, to increase the understanding of the SMRC service delivery model.

FIGURE 10: NUMBER AND TYPE OF CONTACTS RECEIVED BY MLO IN FISCAL YEARS 2016-2017 AND 2017-2018

Facilitated access was also arranged for CAF members wishing to contact other support agencies, e.g. the Chaplaincy (1 case), the CSRT-SM (8 cases), the Integrated Conflict and Complaint Management team (2 cases) and local MP/CFNIS sections (7 cases).

Facilitated access is a valuable support service that the SMRC has implemented. If a member of the military liaison team is not available, Counsellors will provide e-mail and contact information to the CAF member. This protocol has allowed the military liaison team to support the expansion in services to 24/7 without increasing their hours of work, and allows CAF members to call when they are comfortable to speak with the military liaison team. This is important if, for example, the member wants to initiate contact from a location outside their normal work area.

Having an embedded military liaison team is also a best practice in service delivery. The MPLO facilitates reporting in that CAF members can speak to the MPLO anonymously to get information on whether or not the incident they experienced might meet the threshold for an offence under the Criminal Code of Canada, and to get information on the investigative process to help them decide whether or not they want to report. As indicated, 23% of contacts with the MPLO led to an investigation.

Having a MLO provides immediate support to chains of command in managing what can be sensitive and challenging situations. The MLO also supports affected members in a variety of ways, from seeking information to reaching into environments to attempt to resolve issues. There are many benefits to joint SMRC civilian/MLO outreach as well. Other allied partners have recognized the merits of having an embedded military team as part of a comprehensive service delivery model.

SECTION 3: COMMUNICATIONS/OUTREACH TEAM

A key priority identified in the 2016-2017 Annual Report was to enhance SMRC's proactive communications, outreach and awareness strategy with the primary objective of increasing CAF awareness and understanding of the SMRC and the services it provides to CAF members.

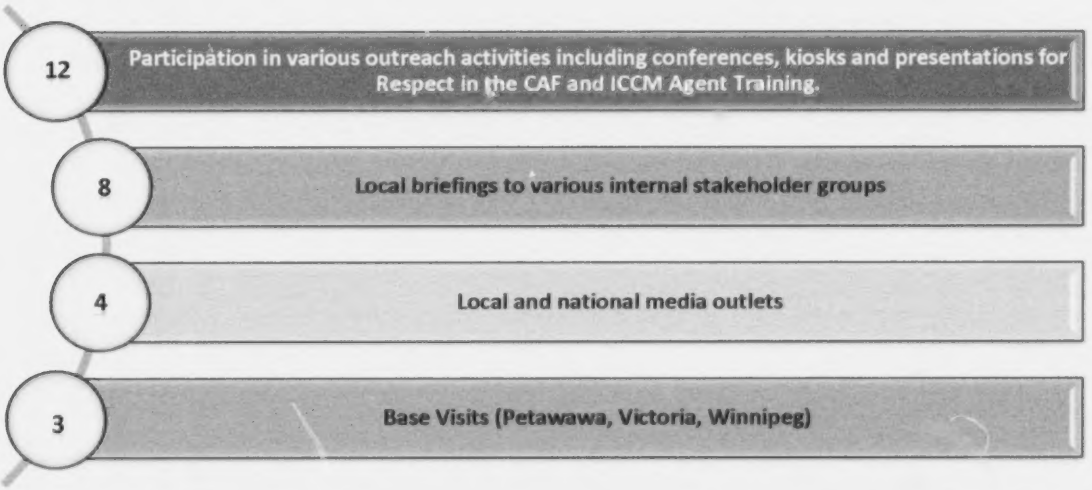
This is critical to reducing barriers to reporting and improving CAF responses to incidents of sexual misconduct.

Toward this end, a Communications Strategy was developed. Target audiences were both internal and external to DND with a priority given to military personnel in the CAF community. The audiences can be grouped as follows: CAF members who have experienced sexual misconduct, chains of command, bystanders, and individuals/ groups who wished to learn more about the SMRC and its services.

3.1 – OUTREACH/AWARENESS ACTIVITIES

The objective in SMRC's Communications Strategy for 2017-2018 was to complete 10 outreach and awareness activities during the fiscal year. Between May 2017 and March 2018, SMRC personnel participated in 23 activities, far exceeding the planned objective. SMRC personnel engaged directly with approximately 3,500 CAF members through these activities. Figure 11 indicates the number and type of outreach activities completed last fiscal year.

FIGURE 11: NUMBER AND TYPE OF OUTREACH ACTIVITIES IN FISCAL YEAR 2017-2018


12
Participation in various outreach activities including conferences, kiosks and presentations for Respect in the CAF and ICCM Agent Training.
8
Local briefings to various internal stakeholder groups
4
Local and national media outlets
3
Base Visits (Petawawa, Victoria, Winnipeg)

Of note, SMRC has modified the way it conducts outreach activities upon receiving direct feedback from participants who attended town halls in FY 2016/17, and results of the Your Say Survey (YSS) in the Fall of 2017. In-person interactions with CAF members have proven to be beneficial in educating, dispelling myths on aspects of sexual misconduct and managing expectations regarding services offered. In 2017-2018, almost every outreach activity generated a subsequent outreach request, perhaps explaining the doubling of completed outreach activities versus planned number, and indicating the added value of in-person interactions for the target audiences. Of significant value is the fact that, after participating in these events, a number of members reached out to a Counsellor at the Centre, by virtue of having heard about SMRC's services and being able to put a face to a contact name. Given this, SMRC will seek to expand outreach resources in order to increase the number of Base Visits per year. At the same time, the communications' strategy will also shift towards engaging with smaller groups including Primary Reserve units and specialized groups, to increase awareness of these audiences.

3.2 – SMRC ONLINE

On November 21, 2017, the SMRC launched its new web content on Canada.ca. It followed considerable consultation with SMRC Counsellors, executives and military liaison officers, and with the Assistant Deputy Minister (Public Affairs)'s (ADM(PA)) Web Services team.

For the first time since the creation of the SMRC web pages, the approach became audience-oriented; it targets four primary audiences identified by SMRC Counsellors. With identified audiences, web analytics became possible for the first time: the SMRC can now distinguish what some people are looking for.

The website's analytics are used to assess the visibility and utility of this communication tool from a promotion and awareness perspective, although they do not provide any contextual information in terms of how many unique individuals viewed each page, or their reasons for viewing the pages. Nevertheless, from November 21, 2017 to March 31, 2018, the main page, Confidential counselling, received 2,041 page views; it directs visitors to choose one of the four audience pages. Page views for the audiences served by Counsellors were: If you have experienced inappropriate sexual behaviour, 239; For anyone affected by inappropriate sexual behaviour, 113; Resources for leaders, 140; and Recognizing inappropriate sexual behaviour, 99. The About the

SMRC page that provides information on the SMRC received 314 page views.

Analytics prior to November 21, 2017 do not exist. Significant changes to the website occurred on that date; had there been analytics available on the original site, the information would not have been generalizable given the limitations of the initial webpage.

In January 2017, SMRC Public Affairs established a monthly protocol with ADM (PA)'s Web Services team where analytics reports would be provided monthly to assist in tracking trends and provide insight into a potential correlation between the peaks and valleys in views with relevant events in the media. The SMRC itself produced two obvious spikes in traffic for early December, likely due to the publication of the new pages as well as the SMRC's Charter. Related to this, the SMRC received a spike in contacts in October and November when some sensational #MeToo media stories broke.

Toward the end of the fiscal year, SMRC Public Affairs began working on including a secure, confidential online comments "button" through which feedback and complaints will be gathered and used to take the pulse of the various audiences on a voluntary basis, and to continuously improve our services. The incorporation of a feedback button is in response to victims' requests for an online means of providing feedback. A second project underway is the publication of CAF and civilian resources for victims across Canada, a web version of the information on the Respect in the CAF application. Both initiatives are expected to be completed by mid-2018.

SECTION 4: ORGANIZATIONAL PERFORMANCE

4.1 – PERFORMANCE MEASUREMENT FRAMEWORK

In October 2017, SMRC developed a Performance Measurement Framework (PMF) with assistance from the Director General Military Personnel Research and Analysis (DGMPRA) PMF Project Team. The PMF was created in accordance with the Military Personnel System (MPS) PMF and is aligned with the Departmental Results Framework (DRF) to assess the organization's performance and provide data as part of the 2018-2019 Departmental Plan.

A total of 17 Key Performance Indicators based on 3 core Strategic Objectives have been developed. We also developed several mechanisms to be able to track these indicators, while others are gathered through the annual Your Say Survey. The PMF will be updated in 2018 to align with the new Charter's objectives.

In parallel, a Business Planning Matrix has been developed to track progress towards the Charter's objectives and the ED's performance objectives, and to ensure alignment between human resource capacity and SMRC activities.

4.2 – FEEDBACK

To evaluate delivery of its mandate and improve services, SMRC has collected feedback using two internal surveys of CAF members.

4.2.1 – YOUR SAY SURVEY 2017

The Fall's Your Say Survey (YSS) 2017 was sent to a stratified sample of 9,000 Regular force and Primary reserve members and looked at CAF programs from the perspective of individual CAF members. As part of this survey, SMRC has been gathering feedback on awareness of, and satisfaction with, SMRC.

According to the 2017 results on questions pertaining to awareness of SMRC, approximately 60% of respondents have heard of the SMRC. This is lower than reported in 2016 (68%). Primary reserve members were less likely to have heard of the SMRC compared to Regular force members (63% vs 56%). Most respondents were informed of the SMRC through a briefing by a Commanding Officer or other senior leader of their unit. With respect to knowledge of the SMRC, 58% of respondents believe the SMRC is independent from the chain of command and 58% that confidentiality is effectively protected, 67% are confident that SMRC is beneficial, and 67% would be comfortable seeking advice and support. Related to service delivery, 64% of respondents who contacted SMRC in the previous year provided positive ratings of the SMRC services. Alternatively, 20% of those who had contacted SMRC disagreed that the Counsellors effectively identified their needs, were helpful, and were able to refer to appropriate services.

A caveat to these findings is that only 2% (n=36) of respondents had contacted SMRC in the previous year, meaning that the 20% who were dissatisfied

equates to 7 people. This represents less than 3% of CAF members who contacted SMRC this year. While a small number, it is still important for SMRC to review its services to ensure we meet the needs of all who reach out. A more concerning statistic is that only 2% contacted SMRC even though 21% reported having experienced or having been impacted by sexual misconduct.

The survey results were informative in that SMRC needs to continue to focus on outreach activities to raise awareness of its services. This is particularly true of Primary reserve units. Given that most had been briefed on SMRC by their chain of command, it is not surprising that respondents' understanding of some of the critical features of SMRC – independence from CAF and confidentiality – was less than desired and reiterates the need for a continued focus on awareness delivered by SMRC personnel.

The survey also allowed respondents the opportunity to suggest additional services. Over half of respondents indicated that SMRC should include peer support and face-to-face consultations. This, together with feedback from CAF leadership survey to be described below, as well as a victim survey being conducted by DGMPRA expected to be completed in 2018, will be helpful as SMRC looks to expand its services.

4.2.2 – CAF LEADERSHIP FEEDBACK

Included in the SMRC Charter is the requirement for SMRC to conduct annual surveys of CAF satisfaction with SMRC and to report this to the Chief of the Defence Staff (CDS). This reflects CAF as an organization's satisfaction as a client of SMRC as opposed to individual client satisfaction. For this fiscal year, SMRC decided to focus the survey on CAF senior leadership. In March 2018, questionnaires were distributed to 20 CAF leaders who were requested to complete it anonymously. Questions examined satisfaction with three broad areas: promotion and awareness activities, service delivery, and quality of services, and allowed for input into service enhancements. The response rate was 60%, and overall satisfaction was 87%. The top three service enhancements endorsed were the development of a victim liaison role (75% of respondents), alternative resolution processes (67% of respondents), and rehabilitation options for perpetrators (58% of respondents). There were also recommendations to expand clientele to include DND civilians and former CAF members. The results were presented to the CDS in July 2018. The survey for 2018-2019 will be revised and will include a larger sample of CAF respondents. SMRC will also explore third party alternatives to obtain feedback to increase transparency and objectivity.

4.3 – INFORMING AND ENGAGING DND/CAF

SMRC produced monthly reports that summarize information related to contacts to the Centre. These reports were shared with senior leadership and key stakeholders. This fiscal year, the ED began making monthly presentations at the CDS' Operations meeting. This provides a regular opportunity to brief senior CAF leadership on specific trends, topics or themes related to sexual misconduct. For example, she presented on trends in contacts to the SMRC, the role and impact of the embedded military liaison team, and male victimization and their unique barriers to reporting.

The ED also made presentations at several committees or learning venues. She briefed Defence Executive Committee and Defence Management Committee on the new Charter and priorities going forward. She briefed the Canadian Armed Forces Personnel Management Committee on two occasions, on SMRC's mandate and services and on the 6-month review of 24/7 operations. She also briefed Armed Forces Council on the 24/7 6-month review. She provided expertise at several learning venues including the Defence Leadership Symposium, an Army Leadership Forum, a learning venue for Air Force Chaplains, and a professional development day for Defence Counsel Services.

SECTION 5: LOOKING FORWARD – CHALLENGES AND OPPORTUNITIES

5.1 – SMRC EXPANSION

The SMRC has the following priorities for fiscal year 2018-2019.

5.1.1 – MANDATE

Per the Charter, SMRC has responsibility for provision of victim support services, support to chains of command, and expertise to influence a range of CAF responsibilities, such as policy, prevention, training

and research. Victim support encompasses a range of services delivered by several entities and there is a lack of coordination and even awareness across these entities. There is also a blurring of roles between some organizations. This is not consistent with a vision for seamless, accessible, and efficient services for affected members, due to potential for role confusion and duplication of services. Given this, a priority for next fiscal year will be to promote better coordination of victim support services across CAF. This may entail transfer of some responsibilities to SMRC. As well, there are currently no formal mechanisms to ensure that SMRC's expertise is sought or included in areas under CAF responsibility or for SMRC to provide on-going feedback on issues of concern. These will need to be addressed next fiscal year.

5.1.2 – CLIENTELE

For the last two years, a significant number of clients who contacted SMRC were not CAF members, primarily former CAF members and DND civilians. Despite not being mandated to serve these client groups, SMRC nevertheless provides appropriate support. A priority for the Deputy Minister is to enhance support services for DND civilians who are affected by sexual misconduct, and the CAF Leadership survey indicated that respondents believe that both former CAF members and DND civilians should be considered for inclusion in SMRC's mandate. SMRC will explore expansion of clientele next fiscal year.

5.1.3 – SERVICES

VICTIM LIAISON ASSISTANTS

A priority for expanded service delivery in 2018 is implementation of a victim liaison assistant role and related case management function. These assistants will be a consistent point of contact for anyone who discloses an incident of sexual misconduct. They will perform a number of duties such as providing information on an on-going basis, assisting with completion of documentation, accompaniment, advocacy, and case management. Implementation of this role and functions will ensure wrap around support for victims, accountability for individual cases, and centralized data collection to allow better awareness of the prevalence of sexual misconduct incidents. SMRC's current model of service delivery will be examined as part of this development, to determine whether a centralized or decentralized model of service would be most effective.

At present, several organizations provide some of these services to slightly different clientele. Successful implementation of this service expansion will require coordination and collaboration with all of these stakeholders.

RESTORATIVE OPTIONS

A key initiative this fiscal year was an examination of the potential to use restorative approaches in a military context in order to address the harm caused by inappropriate sexual behaviour, restore broken relationships, and restore work units. These approaches are germane to the military where trust and unit cohesion are fundamental to operational readiness. To date, research and consultations with subject matter experts indicate that the proposed CAF Restorative Model (CRM) has the potential to be a complementary tool to existing processes. Further development of the CRM, and consultation with stakeholders, is planned for the coming year.

SPECIALIZED GROUPS

The Statistics Canada Survey on Sexual Misconduct in the Canadian Armed Forces indicated that the absolute number of male victims is likely higher than that of females. It also indicated that members of the LBGTQ2 community are victimized at higher rates than others. SMRC recognizes that the development of specialized services for these and other groups are a priority. Consequently, SMRC staff are currently researching enhancements to service delivery to better meet the needs of specialized groups, such as members of the LGBTQ2 community, males, visible minorities, and Indigenous members. In particular, they are considering whether the prevalence, circumstances, dynamics, and impacts of sexual misconduct are different for these groups, whether they experience any unique barriers to reporting, and what service modifications might be necessary. At present, Counsellors receive training on male victimization, in recognition of the number of male victims within CAF. The results of a victim study currently underway by DGMPRA may be informative in these efforts.

DEPLOYED MEMBERS

As already indicated, SMRC led a facilitated discussion with CJOC with a view to enhancing support to deployed members. Recent testimony before the Senate Committee on Defence and Security, which is conducting a study on sexual misconduct within defence and security environments, has raised the issue of support to deployed members. SMRC will continue to advance this as a priority, working in partnership with CAF.

5.2 – DATA MANAGEMENT

Several data-management modifications will be priorities for SMRC in 2018-2019. First, the ability of SMRC to effectively fulfill its mandate to provide expert advice to CAF is significantly impaired by lack of access to relevant data held by CAF. Consequently, SMRC can only provide advice based on the credentials, knowledge, and experience of its staff, and on the information held in our case management system. Given the very small sample of individuals who contact SMRC relative to the prevalence of sexual misconduct, and relative to the number who make official reports, it is possible that the data upon which SMRC staff base their expertise is not an accurate reflection of the issues, trends, or needs that exist across CAF.

Second, based on two years' worth of data analysis, it is evident that the current case management system requires a number of revisions to add additional variables, enhance the capacity to run specific reports, and change text entries to drop-down menus. As well, further training and quality control are necessary to ensure all data fields are reliably and consistently entered.

Third, implementation of a case management function will require a review of options, from revisions to existing systems to creation of a new system, depending on requirements.

5.3 – ENHANCING RELATIONSHIPS WITH PARTNERS AND STAKEHOLDERS

As indicated, SMRC has instituted mechanisms for engagement with some victim stakeholders. This will likely become more formalized in 2018-2019 as it is determined the best way to include these stakeholders in the work of SMRC. In addition, SMRC will seek to expand stakeholder engagement to include members of the specialized groups referred to earlier: men, members of the LGBTQ2 community, visible minorities, and Indigenous members. This will assist SMRC to develop services tailored to their unique needs, and will provide an important mechanism to inform CAF of the unique experiences of these members, to contribute to culture change. As SMRC's mandate and clientele expand to other groups, so will their stakeholder engagement strategies.

Following engagement with counterparts in all 5-Eyes countries, Canada has initiated a proposal for a meeting of 5-Eyes practitioners in Ottawa in late 2018. The purpose will be to focus on common challenges in responding to sexual misconduct within military environments and establish working groups to advance priorities. Topics under consideration are best practices in prevention, restorative options, and support to deployed members.

5.4 – EXTERNAL ADVISORY COUNCIL

As indicated earlier, one of the priorities for the ED was to collaborate with the Director General of CSRT-SM to establish an External Advisory Council. The purpose of the Council is to provide independent, third party advice to the Deputy Minister and Chief of the Defence Staff on their response to sexual misconduct. Eight subject matter experts from the Canadian public and private sectors have been engaged; each of them brings relevant expertise such as lived experience, experience in victim service delivery or victim advocacy, expertise with perpetrators, and representatives from academia, Veterans Affairs Canada, Justice Canada, and corporate Canada. The first meeting of the EAC was held in the first quarter of 2018-2019; it is anticipated that meetings will be held 3 to 4 times per year.

5.5 – DEFENCE TEAM HARASSMENT WORKING GROUP

The #MeToo phenomenon and Bill C-65, An Act to amend the Canada Labour Code in respect of how harassment is defined and addressed, have prompted renewed examination of how federal departments are addressing harassment in the workplace. In late 2017-2018, the deputy minister tasked the executive director of SMRC to lead the development of an integrated Defence team harassment plan. The executive director established a working group, which will begin its work in April 2018. This will be a priority for 2018-2019

CONCLUSION

As indicated in this report, SMRC has demonstrated a number of significant achievements this fiscal year, including engagement of a permanent executive director who has provided critical and visionary subject matter expertise, promulgation of a new Charter which includes a vision for seamless, efficient, and effective service delivery, creation of a performance measurement framework, implementation of 24/7 service delivery, establishment of an External Advisory Council, and development of stakeholder engagement mechanisms. While accomplishing all of this, SMRC continued to meet its mandate to provide support to CAF members affected by sexual misconduct, support to chains of command in managing incidents of sexual misconduct, expertise to CAF on policy, prevention, research, and training initiatives, and expanded outreach activities. On top of this, SMRC staff were kept busy completing projects for the executive director with a view to service expansion and enhanced standards of practice. SMRC has a number of significant priorities for fiscal year 2018-2019, as described above. These efforts will be facilitated by the clear and continuous commitment of CAF and DND leadership to the elimination of sexual misconduct within the CAF, tremendously collaborative and collegial partners and stakeholders within and outside CAF, and sharing of best practices across external partners and allies. However, it is the unwavering dedication of the SMRC staff who will bring them to fruition. They will succeed.